



# Lateral Hiring Best Practices Guide



This *Lateral Hiring Best Practices Guide* was compiled by a Work Group of the NALP Lawyer and Law Student Recruiting Section. Work Group members were Donna Branca, Chair (Blank Rome LLP), Shannon Christopher (Jenner & Block LLP), Sharon Crane (Davis Polk & Wardwell), Betty J. Hoover (Spilman Thomas & Battle, PLLC), Kimberly A. Short, Esq. (Ballard Spahr Andrews & Ingersoll, LLP), Sharon Masterson (Reed Smith LLP), Peggy Simoncini Pasquay (Duane Morris LLP), Brad Sprayberry (Gunster, Yoakley & Stewart, P.A.), and Erin Zagnojnny (Blank Rome LLP).

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# Introduction

NALP's annual "Snapshot of the Recruiting Season" survey has documented four years of fairly strong growth in lateral hiring: 18% from 2002-2003; 15% from 2003-2004; 19% from 2004-2005; and 7.6% from 2005-2006. Not surprisingly, recruiting professionals are finding an increasing percentage of their time and their firms' recruiting dollars are being devoted to the lateral hiring process. As a result, recruiting professionals need to understand what accounts for this increase in attorney mobility and how law firms can manage the increasing number of lateral hires.

Lawyers leave their present employers for numerous reasons including geographic and/or practice area preferences and the desire for more favorable compensation packages, advancement opportunities, an improved or more visible platform to service clients, professional development, work/life balance, or different law firm culture. In turn, law firms take advantage of the increased mobility of experienced lawyers to accomplish their own goals, such as speeding firm growth, expanding specific practice areas, and increasing diversity. Due to the increased importance of lateral hiring, NALP has created this *Guide* as a compilation of lateral hiring best practices derived from industry research.

The purpose of this *Guide* is to assist recruiting professionals in navigating all aspects of lateral hiring and in becoming a knowledgeable resource, trusted advisor, and successful problem solver for hiring partners and/or firm management on matters related to lateral recruiting.

This *Guide* is organized into the following sections:

- **Needs Assessment.** How do you determine whether you need to hire a lateral attorney and what issues should you consider before entering the lateral hiring market?
- **Methods for Hiring Laterals.** What are the most common and effective methods used to hire lateral candidates?
- **Strategy and Procedures for Lateral Hiring.** What standards, policies, and procedures are required for a well-run lateral recruiting program?
- **Marketing.** How do you attract lateral attorneys to your firm and encourage legal search firms to promote your firm with lateral candidates?
- **Due Diligence.** How do firms verify lateral attorney qualifications and credentials?
- **Integration.** What are the most effective ways to quickly integrate lateral attorneys into your firm, both professionally and socially?

- **Resources.** Where can you find additional information on lateral hiring?

Before using this *Guide* as a resource, readers should note the following:

- Although lateral hiring is often associated with mergers, this *Guide* is not intended to explore best practices related to merger activity among legal employers.
- Most importantly, because each firm has its own culture, practices, and structures, recruiting professionals should review the ideas in this *Guide* and incorporate those practices that will work well in their unique law firm environment.

### **Additional Best Practices Invited**

This *Guide* will continue to be updated. If your firm has developed best practice suggestions that you would like to share, you are invited to submit information to NALP Director of Publications Janet Smith at [jsmith@nalp.org](mailto:jsmith@nalp.org).

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## **Needs Assessment**

A needs assessment is a systematic exploration of current hiring needs. A systematic and thorough needs assessment will prevent your firm from making short-sighted hiring decisions and ensure that your lateral hiring aligns with your firm's strategic hiring goals.

Because lawyers today do not identify with or feel as dependent on any particular employer for career success — and because lawyers often no longer perceive their current employment as necessarily holding the promise of longevity, job security, or long-term career opportunities — we have seen a rise in the movement of lateral attorneys both at the partner and associate levels. The trend in today's workplace is for lawyers to increasingly view their employment as temporary, negotiable, and market-driven.

To determine whether to look to the lateral market to support your firm's strategic plan, an effective needs assessment is essential. Below are some of the factors to consider in a needs assessment and issues to think about before hiring lawyers in the lateral market.

## Needs Assessment Considerations

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- Evaluate the work that needs to be done and at what level. Through assessment, you will be able to discern this information and develop your strategy.
- Analyze your firm's current capacity and utilization of attorneys.
- Track attorney census statistics and evaluate existing metrics (e.g., number of partners, associates, leverage, diversity, and capacity and utilization at practice group and office levels) before approaching the open market and beginning the recruitment process. This is a vital component because you do not want to find yourself with an overabundance of new attorney hires if the immediate needs are short-term in nature.
- Review your firm's strategic plan. Whether and how many lawyers to hire is usually addressed in a firm's strategic plan based on such factors as expanding business opportunities, new offices in specific geographic markets, attorney turnover, and newly developed (or expanding) practice groups. For recruitment professionals, a firm's strategic business plan serves as a blueprint, establishing the framework for forecasting and implementing your hiring needs short and long-term.
- Assess your lateral hiring needs and how laterals will affect leverage in your firm. Leverage is the ratio of associates to partners or of junior associates to more senior associates. Leverage is one of the main factors that drives law firm profitability.
- Assess how lateral growth can increase the diversity landscape of your firm.

## Business Structure — Do the Economics Align and Support Your Firm's Culture?

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- Examine the composition of your internal structure. Assess whether the firm is appropriately leveraged to meet your clients' current and projected needs. If not, is looking to the lateral market the solution to right-size your firm? This consideration will guide you in your next move.
- Consider the following factors when evaluating how a candidate will fare at your firm: the candidate's talent, your firm's billable hours expectations and requirements, the rate structure in place (centralized or loose billing system), the candidate's potential book of business (usually applicable for lateral partner candidates), the presence of sound firm management and a respectful work environment, growth prospects, practice support and infrastructure, and ongoing professional development opportunities in addition to potential billings on collections and business development potential.

- Consider the impact of the lateral hire on clients and on who within your firm is working on their matters. Bear in mind that corporate counsel have become more insistent on leaner, partner-heavy staffing of cases.
- Review the economics behind your potential hire. A large number of salaried lawyers are billing by the hour and thereby maximizing their firms' profits; reductions in staffing have caused alternate billing rates and increased hiring of lateral partners.

## **Firm Size, Geographical Considerations, Growth Markets, and Investment in New Practice Group Opportunities**

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A firm's size, geography, and practice group capabilities become very important to support the breadth and depth of legal services driven by current and prospective clients. These factors are important considerations in a potential lateral hire's decision process.

- Recognize that businesses are limiting the number of firms they use in order to streamline and contain their costs. Additionally, firms may need to adopt or modify existing diversity initiatives in response to corporate business demands. Fewer but larger clients have created a need for a broad range of legal services requiring firms to have multiple geographic locations. Determine whether your firm will add lawyers in more cities and increase practice areas to service corporate America's one-stop shopping wants.
- Be aware that law firms, too, have responded in an attempt to remain competitive; we have seen a rise in the number of law firm consolidations driven by client demands.
- Be cognizant that some markets are difficult to grow. Do your research early in the process in order to analyze and recognize such impediments.
- Recognize that there is a reported shortage of legal talent. Firms are struggling to build out offices and facing the difficulties of expanding in a fiercely competitive field of national and international firms, all of whom are competing for the same pool of candidates.
- Consider that a number of large firms are gravitating toward a national reach — heightening the competition for laterals.

## **Small Groups, One-offs, and Possible Consolidations**

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- Review your firm's strategic plan. It will guide your efforts on how best to proceed. If your firm is looking to branch out with a new practice group

either in response to client demand or for cross-selling purposes, acquiring a small group of laterals, with someone who is already viewed as a market leader, is highly recommended. If the acquisition of a small group of laterals is successful and profitable, you will have helped your firm establish a basis for additional future growth.

- Consider internal lawyers before hiring laterals to determine whether there are slow practice groups with strong attorneys who can be retooled.
- If your firm is contemplating rapid growth, realize that acquisitions of large groups of laterals or consolidations of firms will bring about many integration issues that must be resolved early on. Smaller firms usually have a more intimate, informal culture, whereas larger firms are more centralized and formal. Work with your firm's professional development team and firm management to close these gaps or recognize and deal with the differences.

## Issues to Consider When Hiring Laterals

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- Realize that lateral hiring is always about timing and fit.
- Remember that laterals may bring significant costs in the form of higher salaries, competitive benefit packages, and recruiter fees.
- Evaluate the talent pool to determine who may best provide a value-added contribution to your firm's bottom line.
- Understand that targeting and recruiting candidates with a well-designed approach will increase the odds that the laterals hired will succeed in your firm, as will supplementing your recruiting effort with a strong professional development/integration program.
- Be mindful that there is a scarce supply of highly qualified practitioners and a high demand for their talent. Laterals realize their worth to a prospective firm and the impact they can make. They possess an expensive commodity — their human capital (consisting of knowledge, talents and skills, and behaviors and attitudes) — and know the price they can command for their talents.
- Take into consideration that laterals have the ability to control their next move and expect a high return on their investment.
- Think about your firm's leverage. Typically, large law firms follow a traditional pyramid-type model in which a small number of equity partners direct a large staff of associates with a middle management structure of junior partners and senior associates.

- Think like a lateral. Laterals, unlike most entry-levels, look at quality-of-life issues, caliber of work, reputation of colleagues, and other factors; compensation is no longer the most important factor.
- Know what your firm has to offer a potential lateral — for example, a higher salary or additional prestige in the form of well-known credentials. Many laterals may be willing to take less money for more free time and a better work/life balance.
- Recognize that mid-levels at most large law firms lateral to mid-sized firms; mid-sized firms recruit from large firms to capitalize on the large firms' training and development of lawyers.
- Recognize that growing your firm will take time and effort, especially if your firm's plan is to grow incrementally through individual or "one-off" hiring. One-off lateral hiring can be both time-consuming and expensive. Small group acquisitions and consolidations are generally less costly and result in more rapid growth, but they require solid firm cultural integration efforts to ensure success.
- Stay abreast of impending changes in laws and legislation that could pose an adverse impact on certain of your firm's practice groups and offices — perhaps ultimately resulting in an overabundance of lawyers at your firm.

## The Market and Labor Shortages

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Industry reports indicate that lateral hiring has outpaced entry-level hiring since 1997. Further, with the recent decline in law school enrollment and spikes in entry-level starting salaries, competition has become even greater. Tight labor markets force firms to pay more for good lawyers, and we have witnessed a jump in entry-level salaries in 2007. Further, NALP Foundation attrition studies have revealed that 8.3% of entry-level associates leave their firms by the end of their first year, and 50.5% of associates leave their firms within four years.

Consider the following:

- Recognize that the tight legal talent supply and the demand to replace attorneys has fueled attrition of legal talent; incorporate these shifts into your short- and long-term hiring goals.
- Understand that the supply of lawyers able to handle sophisticated, complex, and demanding legal work is not increasing fast enough to meet demand.



- Stay current with economic trends and impending changes in laws and legislation. These could have a direct impact on certain industries and affect certain of your practice areas and attorney staffing needs.
- Realize that lawyers usually choose to leave their current employment due either to dissatisfaction with firm management or lack of support for their practice. Be willing to capitalize on the resulting vacancies by incorporating new laterals who possess synergistic qualities attractive to your firm's growth plan.

## Conflicts

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- Recognize that looking to the lateral market increases the likelihood of client conflicts of interest.
- Assess how conflicts requirements impact your hiring process and realize that conflicts need to be resolved at an early stage so that appropriate screening measures can be implemented prior to a lateral's hire. Assuming that the firm's clients will always agree to waive conflicts issues will, in the long run, be problematic to your lateral hiring efforts.

## Cross-Selling

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- Consider how your firm will embrace its new lateral hires and ensure that there is a commitment to assist laterals in cross-selling business opportunities. For example, many firms have programs in place in which some of the partners outside of a new lateral's office or practice group each introduce the new lateral to at least one client. This type of program provides monetary or percentage incentives for partner cooperation and can strengthen client relationships.

## Alternative Hiring Options: Short-term, Contract Temporary Lawyers, Part-Time, and Flex-time Hires

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- Consider hiring contract attorneys to solve short-term staffing concerns. Contract attorneys are usually engaged to assist on large-scale projects, are non-permanent in nature, and provide assistance on more routine and repetitive legal tasks.
- Think beyond the traditional hire. Larger firms sometimes hire staff or contract attorneys who may not meet the firms' general hiring criteria but who possess the raw potential to succeed. Such positions are viewed as providing an attorney on a "trial basis." If s/he performs well, the perfor-

mance is rewarded by converting the staff attorney position to a full associate position.

- Consider part-time and flexible time schedules. These arrangements help to retain good lawyers by allowing them to better meet their goals for balancing family and work considerations. Allowing part-time and flexible schedules demonstrates that the firm values and supports lawyers' contributions to the firm. While not an ideal option for every practice group, firms may consider providing flexible schedules in order to retain their investment in a lawyer's training and development.

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## Methods for Hiring Laterals

Now that you have identified a need, there are several different methods that you can use for hiring lateral associates and partners. The best approach to conducting a lateral search will depend on several factors including the level of attorney you seek, your firm's policies and culture, its geographic location, and the practice area for which the firm is hiring. While there may be additional ways to hire lateral candidates, below you will find the three most common methods used to hire laterals: (1) working with a search firm, (2) advertising, and (3) internal referrals. While each of these methods is discussed separately, many firms combine all three methods to attract quality candidates.

### Working with a Search Firm

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There are many factors that you should consider when determining whether or not to use a search firm.

- Consider the cost of using a search firm. Each search may vary with respect to whether a search consultant is warranted, so you may decide to use a search firm for some searches but not all.
- Determine what kind of search to conduct. There are a number of different types of searches including:
  - A *contingency search*, which is governed by an agreement between a legal employer and a search firm that states that the legal employer will pay a percentage of the placed attorney's first-year compensation. You can conduct a contingency search with a number of agencies simultaneously.
  - An *exclusive contingency search*, which enables a selected agency to have an exclusive arrangement to help you find your candidate —

typically for a limited period of time (i.e., to provide a head start). This is a much more targeted search and keeps several agencies from tripping over the same candidates in a small market or niche practice.

- An *exclusive retained search*, which provides a search firm with exclusive rights to search for a specific candidate or practice group. Typically, with retained searches you will pay the recruiting agency money on a scheduled basis.
- Select the right search firms. While you will likely receive resumes from search consultants whom you have never met, you should attempt to partner with a select group of search firms in order to ensure that there are search consultants who know your firm and know your needs and can thus find better matches for you.
- Advise search firms of your hiring criteria before you begin working with them. You should also consider working only with search firms that properly screen their candidates based on your criteria before they submit them to you.
- Ensure that you have a fee agreement in place with any agency with which you work. You should consider a clause in the agreement that addresses your firm's policy as to multiple submissions of the same candidate from different headhunters and how fees in such situations will be allocated.
- Search firms can also assist you in achieving your lateral hiring diversity goals. There are recruiting agencies that work solely with minority candidates. You should also emphasize to the search firms with which you already have a relationship that your firm wants a diverse pool of candidates.

## Advertising and Posting

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An additional method for identifying lateral attorneys is by advertising. There are many different ways to advertise.

- **Firm Website:** Your firm's website is a good source to use for recruiting. A candidate who finds a position posted on your website can do additional research on your firm before submitting a resume in connection with an open position. It is also possible to permit candidates to apply directly online, which can streamline the process and save your recruiting department time on data entry and paper management.
- **Law School Career Services Departments:** Although the process varies by school, many schools offer online job postings. Employers can post their open positions, allowing these openings to be reviewed by a diverse pool of alumni as well as current students.

- **Industry Publications:** If you decide to post job descriptions, consider advertising in (1) local newspapers and business journals; (2) legal trade, professional, or business association websites and bulletins; (3) bar association and specialty bar association publications and listing services; and (4) job boards through organizations that target diverse attorneys, such as the Minority Corporate Counsel Association. (Job Boards such as Career Builder and Monster are not quite as popular in the legal industry for attracting lateral candidates, but this is an option worth exploring.)

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## Internal Referrals

- Many firms offer a referral bonus to attorneys who refer qualified candidates who are hired by the firm. This can be a great means for not only saving search firm placement fees but rewarding lawyers who successfully promote the firm and recruit the right candidates.
- Another good source for finding qualified candidates is to ask your current lawyers to “mine their rolodexes.” Ask them to periodically reach out to contacts they think would be an asset to the firm.

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# Strategy and Procedures for Lateral Hiring

The recruiting function is highly visible, with recruiting professionals being increasingly asked to provide strategic input into professional hiring processes. Law firm recruiting departments no longer just churn out interview schedules and file candidates' materials. With the right resources and senior firm management backing, recruiting professionals can lead their firms to more prestigious positions in the legal market by assisting in hiring the ideal candidates. Establishing standard procedures and hiring criteria is essential to running a top-notch recruiting department at a firm.

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## Procedures — The Nuts and Bolts

- Design an appropriate recruiting system and procedures for *your* firm — one size does not fit all. Communicate to all attorneys that (1) your firm has adopted these recruiting procedures to assure that it identifies and hires the best possible lateral candidates and (2) your department's procedures are supported by your managing partner and/or the hiring committee/partner.
- Designate one gatekeeper, regardless of the firm's size, to coordinate and oversee all lateral hiring. Multi-office firms should decide if this means one gatekeeper for *all* offices, or one per office.

- Develop uniform hiring standards. Written criteria are invaluable in resisting requests that the firm hire clients' relatives and neighbors as favors.
- Communicate your firm's lateral hiring criteria to all of your lawyers (e.g., post policies and procedures on your intranet, send periodic reminder memos, schedule casual lunch-and-learn sessions for new lawyers, etc.).
- Make sure that all lawyers know how to (1) respond to an unsolicited resume, (2) refer a friend, and (3) handle a search firm's "cold call."
- Establish efficient systems that result in faster decisions.
  - Create a lateral recruiting system with the least number of steps that involves the fewest number of decision-makers appropriate to your firm's culture. The recruiting professional should be empowered to make as many decisions on his/her own as possible.
  - Assume that each viable candidate has also been submitted to your competitors. Boggling down the evaluation and interviewing process with unnecessary levels of decision-making puts your firm at risk of losing high-quality candidates.
  - Develop a standard list of materials required from each candidate (e.g., resume, law school transcript, writing sample/s, deal sheet, list of references, business development plan, etc.).
  - Keep accurate data on all candidates submitted to the firm.
  - Pay particular attention to recording the date and means by which you receive each candidate's submission. Your ability to adhere strictly to this intake process will be essential in determining who is entitled to compensation for the referral.

➔ **Practice Tip:** In a multi-office firm, your process must contemplate and account for candidates or search firms that do not disclose prior submissions to your other offices.

- Conduct as much preliminary due diligence on candidates as possible before presenting them to hiring partners or department chairpersons.
- Develop a list of typical questions asked by your hiring committee or hiring partner that elicit all necessary information to make basic hiring decisions, and be prepared, at a minimum, to answer those questions (e.g., Why is

the candidate making a lateral move at this point in his/her career? Is s/he admitted to and in good standing with your state's bar?)

## Standardize Hiring Criteria to Control Costs

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Hiring a lateral is an expensive process due to, among other things, search firms fees, escalating salaries, and costs to train and develop your lawyers. Standardized hiring criteria will help keep the firm's mission preserved and unified. While specific criteria may vary from office to office due to local market realities, adherence to basic standard criteria will promote growth consistent with the firm's long-term goals.

- **Objective Criteria:** Law school, GPA, legal and non-legal experience, bar memberships, public service, etc.
  - Develop a standard list of all firm-required criteria.
  - Either solicit from a senior partner or draft for approval a detailed job description. (What kind of work experience is required? What types, kinds, and level of work will the associate be expected to handle on a day-to-day basis? Is a particular area of substantive knowledge required?) Including as many specifics as possible is helpful.
  - If the firm has competency benchmarks, assess each candidate's skill set against each benchmark. These benchmarks will communicate the firm's expectations in the event the candidate is hired.
- In lateral hiring, it is often the case that breadth of experience and/or a certain expertise may outweigh the law school GPA. However, if your firm enforces a strict GPA cutoff, do so uniformly — do not make exceptions. Making exceptions could have unintended long-term ramifications. For instance, firm lawyers could assume that certain candidates were hired through a loosening of standards and it could affect the opportunities those candidates are given to succeed at the firm.
- **Subjective Criteria:** Establish a set of attributes, or competencies, that characterize a successful lawyer at your firm. As you develop this list, you may find it is becoming quite lengthy and that the competencies listed vary depending on which lawyer is asked. Here are some suggestions for formulating the list.
  - Survey your senior partners to generate a list of highly valued associate traits and qualities. While they may have some old-fashioned ideas, corner office partners generally possess strong work ethics, have spent countless hours mentoring associates, and are rich sources of information.

- Assemble a focus group of key partners (or hiring committee members) and ask them to list (or pick from an established list) the five top attributes of their star associates.
- Develop a list of reasons that former attorneys have NOT done well at the firm. Great sources of this information may include former associate records, exit interviews, and less formal comments from partners and associates within the affected practice group.

➔ **Practice Tip:** Using a focus group has the added benefit of bringing the firm’s lawyers into the hiring process at a strategic level. Publicly thanking focus group members (e.g., in an “All Attorneys” e-mail, etc.) lets nonparticipating attorneys know that the firm listens to them, raises the internal profiles of participants, and, as a result, may provide the lawyer recruiting department with additional allies.

- Once the list is established:
  - Understand and be able to succinctly summarize your firm’s culture, value, and mission statement. Savvy candidates will ask you to comment on these items.
  - Consciously measure each candidate against the firm’s goals and values. The firm value or mission statement provides an effective guide for all major firm decisions, including hiring decisions.
  - Seek candidates who would be a good “fit” for the firm’s culture. Beware of the pitfall of creating a “type” that could be unattractive to candidates and would be counter to the goal of creating an inclusive environment.

## Lawyer Interview Training

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Assuring that all attorneys are familiar with and understand the firm’s objective and subjective hiring criteria is key to successful recruiting and hiring efforts. Moreover, interview training can save the firm hundreds of thousands of dollars by preventing bad hiring decisions.

- Conduct a “behavioral competency” interviewing workshop. Train your lawyer interviewers to ask questions that elicit responses indicating whether candidates’ expectations align with established firm values. Impress on your lawyer interviewers that getting information from candidates regarding

their attitudes and expectations is critical to effective hiring and that merely having a conversation with a candidate will not provide the critical information needed.

- Whether you have the flexibility to use an outside consultant or are required to use an internal resource, you must select a trainer who has credibility with your interviewer lawyers. Bear in mind that your lawyers may best respond to a trainer who understands the business of practicing law.

➔ **Practice Tip:** The mindset of many lawyers is that law school and grades alone will predict success in practice. One main goal of behavioral interviewing training is to change that mindset and force interviewers to dig deeper into candidates' skills and drivers contributing to their success in order to evaluate and predict whether or not those attributes match the firm's "success" criteria.

- Integrate diversity training into the overall training session. Diversity training to support interviewing is integral to teaching lawyers to minimize differences and to seek, as objectively as possible, candidates who will be successful at the firm.

➔ **Practice Tip:** Surprisingly, many lawyers do not know the legalities of interview questions or the nuances of different cultures (e.g., limiting eye contact, being uncomfortable talking about oneself). A cross-cultural component to behavioral interviewing might well prove invaluable to identifying your firm's next superstar.

- Teach lawyers to look for the "diamond in the rough" whose resume does not tell the whole story. For instance, candidates who lack extracurricular activities on their resume may disclose in an interview that they worked full-time to put themselves through law school. Remember, hard work, drive, and ambition take as many forms as there are candidates.
- Teach your lawyers to market the firm during each interview. Make sure they remember that even the candidate who is an obvious "no" within the first five minutes of an interview will talk with his/her attorney friends, who will then form their own opinions of your firm.



- Ensure that interviewers try to leave each candidate with *some* positive impression of the firm. Equip attorneys with facts about the firm’s mission, vision, practice areas, policies, recent victories, and newsworthy items.
- Challenge lawyers to come up with their own “elevator speech” about the firm — 30 seconds on why they enjoy working at the firm.
- Enlist the aid of your firm’s marketing professionals for some quick reference guides or FAQs to share with interviewing attorneys. You may not ultimately recruit the initial candidate, but his/her friend may be your next successful lateral hire.

## Market Watching and an Annual Audit

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You will add value to the recruiting function of a firm when you keep the firm apprised of market trends, and when you can measure the success of the firm’s hiring efforts, identify areas for improvement, and propose solutions.

- Study market competition and trends and alert firm management when your findings could affect firm hiring.
- Keep an eye on key indicators, including annual salaries, bonuses, and associate salary ranges; clerkship bonuses; local/regional mergers; and creation of new practice groups at competing firms.
- Set aside time each day to keep up on industry reports and periodicals published by organizations including Hildebrandt International, the *Wall Street Journal*, and the *National Law Journal*.
- Approach your workday as you would a brainteaser: how can you use market trends and other newsworthy items to proactively position your firm and make more strategic hiring decisions?
- Develop a year-in-review report of lateral hiring, retention/attrition, department leveraging, diversity, and other statistical data. More importantly, use your report’s information to set short- and long-term goals and priorities.
- Assess whether you want to continue agreements with all search firms.
- Read attrition reports and/or exit interview notes to identify areas for improvement — associate training, work/life balance issues, diversity, billable hours requirements, etc. You may not be able to resolve an issue, but firm management should be made aware of your findings. Propose solutions when appropriate.
- Assess the successes of your lateral hires: What are the best recruiting sources? How long do lateral associates of varied experience stick

around? Where do they go when they leave? How well is behavioral competency interviewing working at your firm? etc.

- Critically review each recruiting budget category to evaluate where money can be saved. Key categories include search firm fees, internal referral bonuses, and hotel and car services.
- Keep abreast of what candidates are looking for in an employer. Glean this information from exit interviews, direct discussions with candidates, and candidate surveys.
- Review your firm's literature and website on a regular basis to make sure those marketing venues address candidate interests and hot-button issues.
- Partner with your firm's marketing department to create new and innovative ways to differentiate your firm from its competitors.

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## Marketing Your Firm

In order to attract laterals, law firms need to demonstrate who they are, what they do, how they do it, their values, their culture, their niche, the sophistication of their work, and, perhaps most importantly, how they are different than their competition. Firms must demonstrate these characteristics in their marketing materials, recruiting materials, through their technology platforms, and through verbal communication to search firms, lateral candidates, and colleagues at other firms.

The following section is intended to address how as a recruiting professional you can best get your message out to lateral candidates. The following five steps are necessary to create the right message and have it reach your targeted audience: (1) determine an overall message; (2) communicate the message effectively through the firm's website and recruiting materials; (3) educate your interviewers on the firm's message; (4) find diverse methods to attract candidates such as trade shows, alumni publications, speaking engagements, attendance at local bar functions, and word of mouth; and (5) partner with search firms.

## Know Your Firm and Determine an Overall Message

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- Reflect on your firm's unique characteristics and develop a brand that represents those characteristics.
- Develop a recruiting message that conveys the best attributes of your firm and addresses the needs and questions of the candidates.
- Your message should be specific and should communicate:
  - What differentiates your firm from other firms;
  - The lifestyle of the firm and relevant policies such as alternative work arrangement policies, etc.;
  - That you value diversity, which can be demonstrated by identifying key (diverse?) individuals at various phases of development within your firm, including firm leadership;
  - The opportunities for development and advancement at the firm;
  - The compensation and benefits structure; and
  - The firm's substantive practice areas.
- Know the markets in which you recruit.
- Gain knowledge about your own firm including history, practices, governance structure and organization, strategic plan for growth, and policies and benefits.
- Partner with your marketing, public relations, and/or business development departments and share resources such as press releases, practice descriptions, and newsletters/advisories.

## Communicate the Message

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The website is the firm's window to public perception and a primary resource for recruits:

- Monitor the website to keep the information accurate and up to date.
- Your website should engage the interest of laterals as well as law students and prospective clients.
- Use the website to promote the firm's accomplishments and participation in events and speaking engagements and to announce awards received by the firm and its individual lawyers.

## Creating Recruiting Materials

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- While most firms have recruiting brochures targeting students, firms should consider creating recruiting materials targeting laterals as well.
- Consider using a firm brochure to describe the firm's history, practices, areas of expertise, representative clients, or cases and strategic outlook.
- Consider using additional means for delivering your message such as video, podcasts, blogs, etc.
- Partner with your professional development, practice management, and marketing departments to create materials that address issues such as mentoring, training, career development, practice expectations, work allocation, and other questions and concerns that laterals may have.

## Educate Interviewers

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- This *Guide* sets forth guidelines for training your firm lawyers in interviewing techniques. The key to good interviewing is to be able to both obtain and impart information during the interview. Thus, while you are training interviewers to assess the candidate, provide them with information about the firm's mission, vision, practice areas, policies, and newsworthy items.
- Ensure that all of your lawyers and staff are able to clearly articulate the firm's message and are able to sell it not only to clients but to potential candidates.
- Make sure that the lawyers in the firm are aware of the positions that are currently open at your firm. Referrals are often the best way to find lateral candidates.

## Diverse Methods to Attract Candidates

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- Encourage attendance at local bar association meetings and functions.
- Support involvement in area events and speaking engagements.
- Offer a bonus to associates and staff for referring lateral attorneys.
- Spread the message that the firm is open to opportunistic hiring.
- Consider targeted advertising campaigns in trade journals, alumni magazines, or diversity publications.

## Partner with Search Consultants

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- Meet with search consultants on a regular basis for an exchange of information. Search consultants can tell you their perception of your firm in the marketplace, and you can educate them on firm news and events and current hiring needs.
- Ask your search consultants to share candid feedback from candidates who decline your offers.
- Truly partner with search consultants. If you have a good working relationship with some search consultants, you are likely to get their best candidates. Search consultants also make recommendations about firms to their lateral candidates.

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## Due Diligence

According to the Society for Human Resource Management, less than a decade ago, only 51% of all employers conducted background checks. Today, 96% of all employers do so. Given the facts that 1 in 32 adults have a criminal history and that 42.7% of resumes have inaccuracies (including fraudulent work or educational information), law firms are increasingly revisiting this subject. Due to the nature of the legal industry, proper due diligence of a firm's lawyers has far-reaching implications.

As noted in *Leading the Legal Recruitment Team* (Englert, NALP, 2001), due diligence is, in its simplest form, a systematic review of an attorney's professional and personal history designed to preclude the introduction of circumstances that could jeopardize a firm's right or ability to provide adequate legal counsel.

Legal recruiting professionals have an important responsibility to conduct thorough due diligence on candidates. With that responsibility in mind, the due diligence process outlined below represents *suggested* best practices that you should consider when establishing or refining your firm's policies.

## Background Searches in the Legal Industry

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Some firms use third-party agencies for background checks, while others rely on strict screening processes employed by various Boards of Legal Examiners or Disciplinary Boards. Other firms simply rely on official law school transcripts and proof of prior legal employment.

- Some firms conduct background checks that include criminal and/or consumer background checks (e.g., credit checks) and some do not.
- Some firms search various Internet sites, while others believe that reliance on such sites could lead to inaccurate and/or discriminatory employment decisions.
- In order to determine your firm's policy relative to background checks, you should understand that doing background checks on your own without the use of a third-party agency can be challenging because of limited access to records, mistaken identity, missed activity in another locale, and various other limitations.
- It is important to note that the extent to which employers may consider criminal records varies according to state law. Please consult your state's laws on this subject.
- Regardless of the firm's preferred method for conducting due diligence on candidates, it is important to research any regulatory policies addressing background checks, including the Fair Credit Reporting Act (FCRA), which requires that companies disclose plans to obtain a report and obtain the applicant signatures before running the reports. Any negative information used to eliminate a candidate from consideration must be shared with the candidate along with advice regarding the candidate's right to dispute inaccurate information.

## Standardizing Due Diligence Procedures

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- Once you have established the scope of your due diligence policy, it is important to standardize and communicate those procedures to attorneys and staff involved in the due diligence process.
- Educate recruiting staff, human resources, hiring partners, practice group leaders, department heads, and other attorneys involved in hiring to the importance of proper administration of the process.

## Initial Screening of Resumes or Curricula Vitae (CVs)

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Each lateral hiring process begins with an introduction of a candidate by direct contact or through a search firm.

- Once you have secured the resume, CV, and/or work history, it is important to —
  - Verify the source of the resume or introduction to the candidate (e.g., from a search firm, internal referral, or directly from the applicant).
  - Determine the exact position applied for (partner, counsel, associate). Because the elements of due diligence vary depending on the position sought, this determination dictates which path to follow in the hiring process.
  - Immediately record the candidate's application in a resume-tracking database or some other system to register the source of the application. This is a critical step in avoiding fee disputes with search consultants.
- In most cases, interviews or initial meetings take place between the initial screening and the preliminary due diligence phase.

In light of the fact that due diligence conducted on partner and associate candidates can differ greatly, we have set them out separately in a due diligence reference chart found in the appendix of this *Guide*.

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# Integrating Laterals into Your Firm

Now that you have determined that your firm needs a lateral attorney to fill a gap, you have all of your internal hiring procedures in place, and you have interviewed and decided to hire a particular individual, your next challenges are: (1) effectively extending the offer and (2) integrating your laterals once they have arrived.

## On-boarding and Orientation

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### Communication

Up until this point, both the candidate and your firm have been trying to assess and impress one another. Now, you want to do your best to present a polished and professional business face to the candidate.

- Personally call the candidate to let him/her know that you are extending an employment offer.
- Communicate that you have called to provide the candidate with the “highlights” of the firm’s offer in advance of his/her receiving their offer letter.
- Convey your firm’s sense of urgency; let the candidate “hear” how excited the firm’s attorneys are that s/he may be joining the firm.
- Confirm the address where the candidate would like the offer letter delivered.
- Send the offer letter via next-day express delivery and enclose a return next-day envelope if you are requesting they return their signed and dated acceptance.
- Make sure you let the candidate know that you are not “phoning in” the offer in order to get an acceptance on the phone; your goal is to provide the basics verbally to maintain their sense of urgency and to give them the opportunity to consider the offer and come up with specific questions for your next conversation.
- Communicate directly when possible. When the candidate is represented by a search firm, take over the communication role as early as possible. You want the candidate to perceive the firm in an active, not a passive, role.



## Conveying the Firm's Commitment

The firm's commitment to the lateral should be conveyed through personal communications, attention to timing issues, and follow-up.

- Communicate personally. Engaging in conversations rather than sending correspondence builds bonds between the candidate and you (i.e., the firm).
- Call the candidate when you receive his/her acceptance to let the candidate know you have received it and how pleased the firm is that s/he has decided to join your practice.
- Ask accepting candidates if you can share their e-mail and phone number with various lawyers with whom they will practice since some of the firm's lawyers will want to get in touch with them before they begin employment.
- Send an internal acceptance e-mail notice to the appropriate lawyers and provide the new lateral's e-mail address and phone number.
- Designate one or more attorneys to contact the candidate to express how glad they are that the lateral has decided to join their team. If the contact will be via e-mail, ask the attorney(s) to "cc" or "bcc" you.

## Building Trust

The process of building trust begins before the lateral's first day of employment with your firm. At this stage, trust is built by setting expectations through e-mail, phone, and written communications from the firm.

- Send basic HR, marketing, and employment forms to the candidate along with your due diligence materials (e.g., conflict of interest forms, background check releases, etc.) several weeks in advance of the first day of employment. Let candidates know that receipt of these forms before they arrive at the firm will help them get off to a quick start.
- Send e-mails with a timeline and "starting" information (e.g., a first-week schedule, dates and times for firmwide and departmental meetings, upcoming holiday schedules, the name of the lateral's assistant, information on the firm's dress code, etc.).
- Along with the lateral's orientation schedule, provide lawyer and staff resumes for orientation speakers.

## Helping Laterals Hit the Ground Running on Day One

Effective coordination of the orientation process and of the way firm policies and procedures are communicated is fundamental to helping laterals hit the ground running from their first day at your firm.

- Provide lateral attorney resumes to all orientation speakers (attorneys as well as staff) at least five days before their presentations. Nothing will help put laterals at ease more than someone having taken the time to find out about them.
- Take charge of the orientation process. Keep speakers on time. Schedule breaks. Do not let orientation run into the lunch hour!
- Make sure that new laterals have peer attorney names, office locations, and phone numbers and that they are introduced on their first day.
- Coordinate at least three lunches with selected peer attorneys during week one. It can be helpful to ensure that at least some of the peer attorneys chosen have had personal experience with a lateral transition.
- Ask peer attorneys to come to their lunches with a list of the top five things they wish they had known about how to navigate the firm (or its processes). These are the routine day-to-day business issues that we all assume everyone will automatically know – but that they don't.
- Arrange at least one social dinner with the lateral's partner mentor during week one.
- Update the firm's website to include the lateral's bio and contact information and, where possible, photo. New lateral hires may not feel a part of the firm until they are listed on the firm website.
- Make sure — where bar rules allow — that business cards are ready and waiting on day one.
- Personalize firm notepads, portfolios, date books, etc., with the lateral's name. Have these items waiting on the new lawyer's desk on day one.
- During week one, be the “go to” person for new lateral hires, but make sure they know who to call should they have similar questions in the future.
- During the first week the emphasis should be on building a social and emotional support group through peer group lunches and dinners and on building professional relationships through departmental meetings, office events, and case status updates.

- During the first month, lateral integration should include client introductions, social events, committee participation, and lateral “boot camps” or other training programs.
- During the lateral’s first year, helpful integration efforts include involvement in the summer associate program, invitations to all office and departmental events, participation in retreats, and an initial — even if informal — evaluation by a supervising attorney or department head. Be sure to solicit feedback from the new lateral during the first year on how the lateral integration program is working and where more is needed.

### **Orientation — Making the Most of Your Only First Chance to Make the Best Impression**

While the elements set out below are not applicable to all firms or appropriate for all levels of lateral attorneys (entry-level associate vs. equity partner), you will want to convey sufficient information so that all new lawyers feel that they have the necessary background to navigate their first week at the firm. Discuss or provide materials that detail:

- Management and structure of the firm and the individual office, including names, titles, locations, contact numbers, e-mail addresses.
- Firm economics — factors affecting profitability, how the firm calculates utilization and realization rates, and policies and procedures related to nonbillable time, inputting time, and billing and collections. Make sure new lawyers feel they are an integral part of driving the firm’s business and its success.
- The firm’s strategic plan and where the firm is in its plan — where it has come from and where it plans to go.
- Policies and procedures related to CLE and professional seminars, payment of bar dues, professional licensing fees, and requesting reimbursements from the firm.
- Human resources information — how the firm’s non-attorney staff operate and their responsibilities, employment manuals and policies, hours of operation, office perks, compensation, benefits administration, etc.
- Associate compensation, bonuses, and partnership evaluation criteria (as appropriate to firm culture and procedures).
- Policies and procedures for file opening and records management.
- Diversity, ethical, and pro bono commitments and aspirations of the firm and expectations of firm lawyers.

- Library procedures and research resources.
- Marketing/public relations — who's in charge and what's expected of each lawyer.

### **Communicating the Firm's Culture**

- Provide new laterals with a copy of the firm's vision statement.
- Arrange for a peer attorney to discuss day-to-day culture issues (e.g., departmental office hours, Friday afternoon happy hours, your Wednesday group lunches at the sushi place down the street, etc.).
- Discuss any unwritten rules and guidelines — e.g., the best time to get in to see the office manager, firm/departmental event attendance expectations, etc.

## **Internal and External Communications**

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### **Preparing the Firm for the Lateral's Arrival**

Internal preparations for the lateral's arrival include preparations within the firm, office, and practice group, and with his/her support staff/office services and peer attorneys).

- E-mail the lateral's bio to her/his department's lawyers one week prior to arrival. The day before arrival, send a reminder e-mail to all of the department's lawyers and their assistants.
- E-mail a bio/arrival notice to all appropriate non-attorneys one week prior to the lateral's arrival (e.g., office services, librarians, office manager, IS, webmaster, etc.)
- E-mail the lateral's bio to any alumni of the lateral's law school in the office. This is one of the fastest ways to establish personal connections between the firm and the lateral.

### **Advising the Lateral about the Firm's Preparations**

- Call laterals the week before they start to make sure they have received answers to all of their first-day questions (e.g., where to park, what time to arrive, which floor to go to, who to ask for, etc.). Make sure they know of any lunches or departmental meetings that have been scheduled for them.
- Let laterals know that their office is ready and waiting for them and what their phone/fax/e-mail contact information will be.

## Outside Communications

- Prepare a checklist for the lateral to follow/fill out to assure that her/his professional credentials and contact information are updated with local and state bar associations, Martindale Hubbell, phone directories, and other professional, community, and charitable organizations.
- Provide lateral biographies to your public relations firm as well as to local newspapers announcing your latest hire.

## Peer Advisors and Partner/Mentors

While this *Guide* does not attempt to provide in-depth information on mentoring and professional development, you should at least consider the following advisor/mentoring issues in the context of effective integration.

- Discuss peer advisor selections and partner-level mentors with the appropriate department head based on your personal and professional knowledge of the lateral.
- Assure that advisors and mentors understand their roles and the firm's expectations for the relationship. Provide formalized training to your mentors and advisors.
- Solicit regular feedback on the relationship from each of the participants.
- Although advisor/mentor relationships will differ from one another, make sure to provide the lateral with a framework of expectations. The firm that laterals have just come from may well have approached the mentoring process differently or have not had a mentoring program at all.

## Work with Your Professional Development and Marketing Teams

Today's lateral associates routinely state that professional development opportunities — or the lack thereof — are one of their main reasons for changing jobs. Providing training enhances professional competence and strengthens ties to your firm.

- Personally introduce professional development and marketing contacts to laterals and assure them that the firm — through those departments — is committed to their success at the firm.
- Survey laterals to determine the type and level of training they have received, the type of training they believe is important, and past training they believe has been particularly useful in their practice.

- Communicate laterals' responses to the firm's professional development team and ask how you can further assist in gathering information.
- Provide your new lateral hire with a professional development integration plan on day one that clearly demonstrates how the firm will be investing in the lateral's success.
- Assist department heads and practice group leaders with developing cross-training opportunities for laterals — as well as for other attorneys.
- Confirm that new laterals have met with the marketing team or with their individual team contact to discuss how they will be integrated into the community.
- Facilitate discussions between the marketing and professional development departments geared toward non-practice training — e.g., networking, public speaking, writing, community involvement, etiquette, client pitch training, and entertaining clients/prospective clients.

### **Evaluate the Lateral Integration Program**

- At regular intervals (i.e., one month, six months, one year), solicit laterals' feedback on all aspects of their integration into the firm. Ask what was done well as well as what needs improvement.
- Solicit feedback from attorneys, administrative directors/managers, paralegals, and administrative assistants about how laterals seem to be fitting in and typical lateral questions that might be better addressed during the interview process or orientation.
- Remind yourself that your lateral integration program will need to change and grow over time.

# Appendix — Due Diligence Comparison Chart

## Partner Candidates

### Partner Candidates — Preliminary Phase

- ✓ Secure a current resume, CV, and/or business plan.
- ✓ Verify the source of the submission.
- ✓ Have the partner candidate execute a confidentiality agreement for the mutual protection of the firm and the candidate.
- ✓ Identify any additional potential candidates (other partners, associates, staff) who may want to follow the primary candidate. Follow *Initial Screening* steps for each additional candidate.
- ✓ Ask the candidate to identify whether he/she or others at their current firm are working on matters adverse to the interviewing firm.

### Partner Candidates — Pre-Offer Phase

Prior to consideration for election to the partnership of the new firm, a more intense information gathering process should be conducted. This information can readily be obtained from the prospective candidate by use of an information checklist or questionnaire. The elements of this phase of the process include —

- ✓ Confirmation or verification of:
  - Personal and business contact information including current address, telephone numbers, e-mail addresses.
  - Professional and employment information including bar admission and prior employment history.
  - Educational background (college, graduate, law school).
  - Eligibility to work in the United States.

## Associate Candidates

### Associate Candidates — Initial Screening Phase

- ✓ Secure a current resume, CV, or work history.
- ✓ Verify the source of the submission (e.g., from a search consultant, by internal referral, or directly from the applicant).
- ✓ Obtain an official transcript or authorization to request one from the candidate's law school.
- ✓ Perform a quick search of the candidate's current firm website to confirm employment and bar admission information.
- ✓ For junior candidates (e.g., less than five years out of law school), obtain a writing sample.
- ✓ Determine the position applied for (partner, counsel, associate). Since the elements of due diligence vary depending on the position sought, this determination dictates which path to follow in the hiring process.
- ✓ Immediately record the candidate's application in a resume-tracking database or some other system to register the source of the application. This is a critical step in avoiding fee disputes with search consultants.

### Associate Candidates — Preliminary Phase

Confirmation or verification of:

- ✓ Personal and business contact information including current address, telephone numbers, e-mail addresses.
- ✓ Professional and employment information including bar admission and prior employment history.

### **(Partner candidates, continued)**

- ✓ Requiring the candidate to indicate whether s/he has any prior history of:
  - Professional discipline.
  - Professional claims (liability; ethical claims, complaints, or lawsuits).
  - Criminal history.
  - Workplace misconduct.
  - Government investigations.
  - Bankruptcy.
  - Other claims (named defendant in *any* lawsuit or legal proceeding)
  - Contractual restrictions.
- ✓ Having the candidate provide:
  - Assurance that liability insurance has been maintained.
  - List of all claims reported to professional liability insurer.
  - Information about any claims that could be asserted based on known acts/omissions.
  - Whether the candidate holds outside positions (director/trustee/officer) or engages in secondary business activity.
  - Hours/revenue for preceding \_\_\_\_ years.
  - Compensation history for preceding \_\_\_\_ years.
  - (401)k/pension/deferred compensation, including firm contribution.
  - Billing rate for preceding \_\_\_\_ years.
  - Revenue/matter origination — past and projected.
  - Fee write-offs (pre- or post-billing).
  - Overall year-end accounts receivable.
  - Client/matter list for conflict checking.
  - Information regarding relatives employed by the firm.

### **(Associate candidates, continued)**

- ✓ Educational background (college, graduate school, law school).
- ✓ Eligibility to work in the United States.
- ✓ Requiring the candidate to indicate whether s/he has any prior history of:
  - Professional discipline.
  - Professional claims (liability; ethical claims, complaints, or lawsuits).
  - Criminal history.
  - Workplace misconduct.
  - Government investigations.
  - Bankruptcy.
  - Other claims (named defendant in *any* lawsuit or legal proceeding)
  - Contractual restrictions.
- ✓ Having the candidate provide:
  - Certificates of Good Standing from the Disciplinary Board of the jurisdiction(s) in which they practice or propose to practice.
  - Performance evaluation history for the two most recent evaluation periods.
  - Assurance that liability insurance has been maintained.
  - List of all claims reported to professional liability insurer.
  - Information regarding any claims that could be asserted based on known acts/omissions.
  - Whether the candidate holds outside positions (director/trustee/officer) or engages in secondary business activity.
  - Client and non-client references.
  - Hours/revenue for preceding \_\_\_\_ years.
  - Compensation history for preceding \_\_\_\_ years.
  - 401(k)/pension/deferred compensation, including firm contribution.
  - Billing rate for preceding \_\_\_\_ years.



### (Partner candidates, continued)

- Confirmation that tax returns have been prepared and filed for the past \_\_\_\_ years.
- Professional references (normally three, which may include partners at current firm, former opposing counsel, colleagues in professional organizations, judges, peers, clients).

#### Partner Candidates — Final Phase

Conduct the background search and conflicts check on the candidate's client/matter list. Report results to the person in charge of the candidate's hiring process (department head, practice group leader, chief human resources officer, etc.). Normally, the same person would ascertain whether the candidate is:

- ✓ Party to a partnership agreement related to the practice of law (obtain a copy of the agreement, if possible).
- ✓ Covered by malpractice tail insurance (required).

**Important:** Ideally, a candidate will sign and date a completed questionnaire/checklist and authorization to conduct a background check and credit investigation.

At this point, candidates for partnership are voted on by the board, committee, or other partners, and the pre-hiring process concludes.

### (Associate candidates, continued)

- Billing rate for preceding \_\_\_\_ years.
- Revenue/matter origination — past and projected.
- Confirmation that tax returns have been prepared and filed for the past \_\_\_\_ years.
- Information regarding relatives employed by the firm.

#### Associate Candidates — Final Phase

- ✓ Client/matter list for conflict checking.
- ✓ Professional references (normally three, which may include partners at current firm, former opposing counsel, colleagues in professional organizations, judges, peers, clients).

Have the candidate sign and date a completed questionnaire/checklist and authorization to conduct a background check and credit investigation.

Offers extended prior to the completion of the entire due diligence investigation should be contingent on satisfactory results of the due diligence phase. Advise the candidate not to give notice at his/her current firm until a formal offer is received.

# Appendix — Resources and References

## Websites

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**www.nalp.org** — The Research Section (found under “Research & Directories”) of NALP’s website includes articles and press releases on both lateral and entry-level hiring. The NALP online bookstore includes books on recruiting and professional development — not only those published by NALP but a number of other key titles as well. NALP members can also log in to access the *NALP Bulletin* archives and handouts from past Annual Education Conferences.

**www.nalpfoundation.org** — Includes executive summaries of NALP Foundation reports as well as an online bookstore offering NALP Foundation publications, which include numerous research studies on attorney attrition.

### Diverse Bar Associations

- Hispanic National Bar Association, <http://www hnba.com>
- National Asian Pacific American Bar Association, <http://www.napaba.org>
- National Bar Association, <http://www.nationalbar.org>
- National Black Law Students Association, <http://www.nblsa.org>
- Native American Bar Association, <http://www.nativeamericanbar.org>
- National Lesbian and Gay Law Association, <http://www.nlgla.org>
- South Asian Bar Association, <http://www.na-saba.org>

## Articles, Books, and Periodicals

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### Articles

Note: NALP members can access *NALP Bulletin* articles in the *Bulletin* archives at <http://www.nalp.org/archives/archive.php>. (Members can also visit the archives by logging into the NALP site and then going to the NALP Central portion of the site.) Nonmembers interested in receiving an article or inquiring about reprint permission should contact NALP Director of Publications Janet Smith at [jsmith@nalp.org](mailto:jsmith@nalp.org).

Judith N. Collins, "Lateral Hiring Outpaces Entry-Level Hiring in Recent Years," *NALP Bulletin*, May 2007.

Irene Dorzback, "Effective Recruiting: Mission, Message and Marketing," *New York University School of Law* (5-6 December 2006).

*The Legal Intelligencer*, January 31, 2007, Vol. 235 No. 21, "Northern N.J. Firms Are Among Most 'Leveraged' in Nation," p. 4.

*The Legal Intelligencer*, January 31, 2007, Vol. 235, No. 21, "Various Incentives Used to Lure Associates to Smaller Law Firms," pp. 1 and 9.

Jon Lindsey and Chuck Fanning, "After the Handshake," *American Lawyer* (February 2007).

Susan Manch and Susan Duncan, "Making and Growing a Solid Investment: Effective Hiring & Integration of Lateral Partners," 2005 NALP Annual Conference; [https://www.nalp.org/assets/146\\_integlateral.pdf](https://www.nalp.org/assets/146_integlateral.pdf).

Susan G. Manch, "Swimming with the Sharks: The Challenges of a Small Firm in Today's Recruiting Market," *Oregon Bar Bulletin* (December 2000).

Susan G. Manch, "The Quest for Balance," *Legal Times* (February 19, 2001).

Deborah McMurray and Jeffrey Morgan, "The Marketing of Recruiting," *Legal Marketing Association (LMA) White Paper* (January 2002).

New York City Bar Association, Committee to Enhance Diversity in the Profession, "Preliminary Proposals on Lateral Hiring," *Lateral Hiring Sub-Committee Working Group Session* (January 24, 2007)

Sally J. Schmidt, "Marketing the Law Firm: Business Development Techniques," *Law Journal Press, Law Office Management Series* (2002; originally published 1991).

Caren Stacy, "Integrating Laterals Into Law Firm Culture," 2006 NALP Annual Conference, [https://www.nalp.org/assets/330\\_integratinglaterals.pdf](https://www.nalp.org/assets/330_integratinglaterals.pdf).

## **Books and Periodicals**

### **Integrating Laterals Into Your Firm**

Gayle Englert, "Due Diligence: How Much Is Enough? How Much Is Too Much?," *Leading the Legal Recruitment Team, Supplement to Part Four*, NALP, 2001.

Susan Manch, *Partner & Practice Group Acquisition: A Primer on Management & Administrative Practices*, NALP, 2004.

Caren Ulrich Stacy and Dusti Plunkett, *Loyalty By Design: A Practical Guide for Developing an Effective Associate Integration Program*, The NALP Foundation and NALP, 2005.

Rebecca Simpson, *Managing the Legal Search Consultant Relationship*, NALP, 2003. (A booklet.)

*Best Practices in Attorney Professional Development — Heading Off and Handling Wrong Turns*, American Bar Association, 2004.

*The Complete Guide to Lateral Hiring & Integration Best Practices for Law Firm Leaders*, IOMA, 2005 Institute of Management & Administration, Inc., New York, NY, 2005.

### **Mentoring**

Ida O. Abbott, *The Lawyer's Guide to Mentoring*, NALP and the New York Women's Bar Association Foundation, 2000.

Ida O. Abbott, *Being an Effective Mentor — 101 Practical Strategies for Success*, NALP, 2d Ed., 2006. (A booklet available for bulk purchase.)

Ida O. Abbott, *Working with a Mentor — 50 Practical Strategies for Success*, NALP, 2d Ed., 2006. (A booklet available for bulk purchase.)

### **Professional Development**

Ida O. Abbott, *Lawyers' Professional Development: The Legal Employer's Comprehensive Guide*, NALP, 2002.

### **Recruiting**

Marcia Shannon and Susan Manch, *Recruiting Lawyers: How to Hire the Best Talent*, ABA, 2000.

Gayle Englert, *Leading the Legal Recruitment Team: A Recruitment Administrator's Handbook*, NALP, 2001.